



2011-12

THIRD QUARTER MANAGEMENT REPORT
January through March



Metro | *Making a great place*

FY 2011-12 Third quarter management report

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Metro Management Report At-a-Glance

3rd Quarter FY 2011-12

Metro continues to invest in public assets and improve services; some projects face increasing challenges with local partners.

Southwest corridor plan staff worked with local partners to refine the workplan. East Metro Connections Plan is near completion with final recommendations to go to the Metro Council in the fourth quarter. Construction for the Portland to Milwaukie project continues but funding may be at risk. Long-term shortfall in federal planning grants will significantly impact the ability to meet federal planning mandates for the Regional Transportation Plan in FY 2013-14. The Development Center hosted business workshops and consultations to support downtown revitalization efforts in four cities.

The Metro Council approved funding for 23 projects and programs focused on active transportation and green economy as part of adopting the 2012-15 Metropolitan Transportation Improvement Program. Staff initiated work on the Regional Active Transportation Plan, submitted results from Phase 1 of the Climate Smart Communities project to the Oregon Legislature and launched Phase 2 of the project.

Acquisitions under the 2006 Natural Areas bond measure now total more than 4,003 acres, including the first acquisition in the Wapato Lake target area; restoration and maintenance in spring will occur on nearly 3,500 acres. The Tonquin Trail project is near completion and prototype Intertwine regional signage was installed along the Fanno Creek Trail.

The Metro Council received the first annual Green Metro sustainability report and an energy efficiency plan was completed with recommendations for potential energy savings totaling \$215,000. Sustainability Center staff played a key role in passage of Senate Bill 1512 to better manage mercury in fluorescent light bulbs. The Clean Refuse Fleet project has retrofitted a total of 62 hauler trucks with emission filters, another 37 trucks are in process.

The flow of residential organics from Portland households presents capacity challenges to Metro Central transfer station; a recently awarded design contract will increase floor space to handle the organics but additional processing capacity is needed to handle organics leaving the transfer station.

Metro regional parks attendance continued to decrease at the Chinook and Gleason boat ramps and saw slight increases at Blue Lake and Oxbow parks; significant erosion damage at Oxbow required removal of facilities including camp sites. The cemetery program continues to see revenue increases under its new business plan and successfully passed a statewide bill to simplify reclamation rights to unused graves.

The Zoo bond program received approval to amend the existing Conditional Use Master Plan permit for elephant and condor habitats. Permit applications for remaining bond projects, overall master plan improvements and use of the auxiliary parking plot will be submitted to the city of Portland in May. The Veterinary Medical Center hosted a grand opening and is now operational.

Oregon Zoo attendance rose in comparison to the same period in the previous year; planning for the 2012 summer concert series is underway. The Oregon Convention Center signed a four-year deal to host Intel's Design and Test Technology Conference but a temporary decline in other client bookings continues. The Expo Center made numerous capital improvements to accommodate new client Cirque du Soleil. The Portland Center for the Performing Arts signed New Era as its new ticketing vendor and awarded website and branding request for proposal to Sockeye Creative.

This summary report lists Metro project and program highlights for the third quarter of this fiscal year.

Metro management report for 3rd quarter, FY 2011-12

Metro Management Report At-a-Glance

3rd Quarter FY 2011-12

Goal 1: Great Communities

Guide growth in an economically vibrant, sustainable and compact metropolitan structure which provides access to jobs, services, centers, as well as great cultural and recreational opportunities.

Project development highlights

- Southwest Corridor Plan staff worked with local and regional partners to refine workplan while moving forward with project deliverables. A focus on shorter-term implementation ideas means light rail consideration will be postponed for the foreseeable future, requiring communications with local government partners to ensure that expectations are clear and manageable.
- East Metro Connections Plan nearing completion with final recommendations to go to the Metro Council in fourth quarter of FY 2011-12. Continued support and engagement across Metro is critical to both the Southwest and East Metro plans in order for them to serve as models of leveraging resources and achieving multiple related outcomes.
- Submitted Federal Transit Administration Alternatives Analysis 5339 grant application for Next Corridor project development on Powell/Division Corridor.
- Development Center hosted several business workshops and sponsored one-on-one consultations with businesses in downtown Hillsboro, Lake Oswego, and Oregon City as the first part of a Get Centered! workshop series to support downtown revitalization efforts.
- Monitored seven TOD projects during construction and entered into a disposition and development agreement for the 4th Main project in downtown Hillsboro.
- The Portland to Milwaukie Project construction is proceeding; project is not anticipated to receive a full funding grant agreement until mid-May 2012. Clackamas County ballot measure regarding project funding continues to add risk and uncertainty to project.

Land use planning highlights

- Supported 2040 implementation and promoted consistency among local and regional plans, including release of the 2011 Compliance Report summarizing local compliance with regional goals.
- Conducted review process by local jurisdiction staff for distribution of household and employment to cities and unincorporated areas within the Metro region for the next 15 years and prepared for release of data.
- Continued collaborative efforts, including working with counties and the Coalition for a Livable Future to produce regional opportunity maps to help assess equity in planning efforts; working with city, county and state housing agencies to update the 2007 subsidized housing inventory; completing Phase I of effort with the Port, Business Oregon and others to assess barriers to development of large industrial sites and beginning Phase II of project.
- Completed process to establish a flexible services contract to provide economic development assistance; established contracts to initiate two brownfields and parcelization assessments projects; issued proposals for Eco-Efficient Toolkit implementation and SW Corridor economic development planning.

Parks planning and development highlights

- Pier Park to Chimney Park bike/pedestrian bridge: 90% plans have been submitted with bidding scheduled for fall 2012.
- Tualatin River Water Trail Access Study: A preferred site has been selected and a well-attended open house was held; land use process now underway.
- Westside Trail Master Plan: Due diligence stakeholder meetings complete; first round of open houses are scheduled for late May.
- Tonquin Trail: Final public open houses and project wrap-up are underway; final report will go to Council by fall 2012.
- Intertwine Regional Trail signage: Received \$280K Oregon Department of Transportation (ODOT) Flex Fund grant; installed prototype set of signs along the Fanno Creek Trail.
- Mt. Scott/Scouter Mountain Trail Loop: Received a Notice to Proceed from ODOT; first public open house is scheduled for June.
- Blue Lake Trail (also funded by ODOT): 90% construction drawing completion. Next steps are Corps of Engineers permits and other agency permits. Because of the complexity of this project, there are increasing concerns about ability to build within the established budget.

Transportation system planning highlights

- Completed the Regional Flex Funds Allocation process, with Joint Policy Advisory Committee on Transportation and the Metro Council approving funding for 23 projects and programs focused on active transportation and green economy as part of adopting the 2012-15 Metropolitan Transportation Improvement Program (MTIP).
- Transmitted results and findings from Phase I of the Climate Smart Communities project to the Oregon Legislature and initiated work on Phase II of the project.
- Completed public review draft of the updated Regional Travel Options (RTO) strategic plan.
- Completed the data analysis and reporting phase of the Regional Safety Program with support from a Federal Highway Administration grant.
- Initiated work on the Regional Active Transportation Plan, which is funded with a one-time Transportation and Growth Management grant through June 2013.
- Long-term shortfall in federal planning grants will significantly impact the ability to meet federal planning mandates for the Regional Transportation Plan in FY 2013-14.

Goal 2: Healthy Environment

Protect and enhance the region's natural assets and ensure that we reduce waste.

Education highlights

- Completed pilot of a toolkit for waste reduction education evaluation with several schools participating in the program.
- Approximately 950 visitors participated in a successful annual Raptor Road Trip on Sauvie Island in February.
- Launched two new naturalist programs that have already sold out: Family Nature Explorers, which offers naturalist-led family outings on Metro properties throughout spring and summer, and It's Our Nature adult nature immersion program exploring topics in bird language, ethnobotany, tracking and bugs.

Natural areas highlights

- Acquired nearly 393 acres of natural areas and one trail easement, including the first acquisition in the Wapato Lake target area, bringing 2006 bond totals to more than 4,003 acres acquired.
- Forty-seven natural areas within 18 target areas had restoration or maintenance activities on approximately 185 acres; planning for imminent spring restoration for approximately 3,500 acres. Stabilization of new acquisitions involved twenty-two properties.
- Native Plant Center provided seed scout training to 24 people in March; seed scouting for uncommon prairie and shady species will take place at Cooper Mountain, Gotter Prairie, Graham Oaks, Oxbow Park, Canemah Bluff, and the Willamette Narrows target area.
- Transferred habitat restoration and other projects documented in Metro's Regional Environmental Information Network to the Conservation Registry, an online, centralized database that records, tracks and maps on-the-ground conservation projects across the nation.
- The Nature in Neighborhood Capital Grants review committee reviewed six projects requesting just under \$2 million in funding from Metro. The Metro Council will review the committee's recommendations in fourth quarter of FY 2011-12.

Resource conservation and recycling highlights

- The Recycling Information Center answered 17,223 calls and the Find-A-Recycler web site received 19,654 hits.
- Played a key role in development of Senate Bill 1512, which addresses issues around mercury in the most widely used types of fluorescent light bulbs; the bill was approved by the 2012 Oregon Legislature.
- The Clean Refuse Fleet project retrofitted 27 garbage and recycling trucks with diesel particulate emission filters, bringing the total to date to 62 trucks. 37 additional trucks are at various stages in the retrofit process.
- Delivered an energy efficiency plan for Metro which includes actions recommended in energy audits completed at Metro Regional Center and visitor venues facilities, identifying \$215,000 in potential annual energy savings.
- Delivered the first annual Green Metro sustainability report to the Metro Council on Feb. 7.
- Provided funding for several facility-specific sustainability projects, including new “front-of-the-house” recycling containers at the Keller Auditorium, installing carbon dioxide sensors in the Metro Regional Center parking garage and replacing an outdated water heater at Expo Center.

Solid waste compliance and cleanup highlights

- Program is on track with facility inspections, enforcement actions, regulatory authorizations and private facilities complying with Enhanced Dry Waste Recovery Program (EDWRP).
- Began drafting agency policy for dealing with illegal camps on Metro property.
- Provided solid waste inspection and law enforcement support to the Oregon Department of Environmental Quality at a former wrecking yard in north Portland containing a large volume of abandoned waste; began coordinating cleanup of roofing waste and household garbage that was illegally dumped at the East Lents Floodplain Restoration Project, including working with the city to move fencing to make it more difficult for future dumping to occur.
- Completed a pilot program of “tagging” bulky items; evaluation is underway.
- Began evaluating Waste Management’s license application to construct and operate a thermochemical material conversion facility designed to convert waste plastics to fuel (pyrolysis); information will go to Council as the application progresses.

- Drafted designated facility agreement with Allied Waste for Pacific Region Compost (PRC) operation in Benton County; Council will have opportunity to consider listing the facility in Metro Code in the near future. This would be the first compost facility authorized by Metro to take organics from a wider variety of sources.

Solid waste operations highlights

- Awarded a design contract to increase the working floor space in the organics/food handling area at Metro Central transfer station; further improvements are planned for the coming year.
- Negotiated with Recology Oregon Recovery to draft a contract for transporting and processing commercial organic waste from Metro Central; contract execution is anticipated by mid-April. Under the terms of the new contract, commercial organic waste may be diverted to a proposed anaerobic digestion facility proposed to be built in NE Portland, provided certain construction and operational milestones are met.
- Five months into the City of Portland's residential organics program, Recology Oregon Recovery (ROR) needs additional processing capacity for residential organics received at Metro Central during the annual peak of incoming material late May and early June. Staff has worked closely with ROR to identify, examine and approve alternate facilities with the capability of handling residential organics; Dirt Hugger in The Dalles and NW Greenlands – Aumsville are now approved to accept material, but regional capacity will still fall far short of 2,000 tons per week.
- Metro Central is experiencing significantly fewer unwanted birds due to the successful use of trained raptors to get them to leave the site
- Completed physical work to provide a bypass access lane around the scales at Metro South Transfer Station; a new lighting evaluation is now due to the city of Oregon City.
- Initiated MapCore project to assess adequacy of services for Metro South; project timeline is 18 to 24 months and will develop feasible options to address the facility's service area needs.
- Submitted final Remedial Investigation report for potential contaminants and a Feasibility Study Workplan to address identified risks for St Johns Landfill to DEQ; a response is anticipated in the fourth quarter of FY 2011-12.

Zoo conservation education highlights

- Volunteer Recognition Banquet in March celebrated more than 1400 volunteers contributing more than 145,000 hours to the Zoo in 2011.
- "Nature Ranger" spring break camp was a great success with more than 600 students (94% full) participating in a wide variety of inquiry-based activities to explore the natural world.
- One of the Project Polar Bear teams won a national contest sponsored by Polar Bears International, which challenges teens to create projects that reduce carbon emissions in their home communities. The team will go to Manitoba in October for a leadership training camp.
- Wild Minds programming a National Science Foundation-sponsored exhibit and program regarding animal cognition has been launched at OMSI and the Oregon Zoo.
- The Oregon Zoo will be formally announced as a partner of the Portland Metro STEM (Science, Technology, Engineering and Mathematics) partnership on April 19. This partnership is being coordinated by the Portland STEM Center at Portland Community College and is focused on creating transformative change in K-12 STEM education throughout Portland.

Goal 3: Regional Services

Contribute to a vital economy by providing highly valued, economically sustainable services at a regional scale.

Convention, trade and consumer shows highlights

- pacificwild/Aramark opened the second Portland Roasting Cafe at the Oregon Convention Center (OCC) just in time for the Portland International Auto Show and had excellent sales.
- Visitor venues executive chef Allan Wambaa has been receiving rave reviews from clients including Vanna White who "loved" his mashed potatoes.
- Overall OCC Customer Service rating for our Secret Shopper program shows an increase of 7.8% in total experience, 10% in staff making visitors feel welcome and 7% in housekeeping.
- OCC installed elevator and directional signage at all main entry points, a wheelchair stage lift and an escalator cleaning machine.
- OCC sales confirmed a four-year deal to host Intel's Design and Test Technology Conference, worth an estimated \$2 million in revenue for OCC and more than \$10 million for Portland.
- Expo Center negotiated capital improvements for the arrival of Cirque du Soleil's OVO, working with City of Portland, Tri-Met and MERC and Metro staff. Installed remote water, sewer, phone, internet connections and engineered tree, bollard and light pole removals. New signage, sales packets and brochures were completed in time for the planned VIP Opening Night party.
- Expo Center awarded RFP for Hall E micro piling projects, with work to begin in May; replaced bleachers and made geotechnical repairs in Hall A to fix floor settling; received a sustainability grant for a high efficiency water heater that was installed in Hall D.
- Further improvements to the Expo Center website included on-line exhibitor ordering, expanded advertising sales and a shuttle advisory link.
- Hosted meeting with the Columbia River Crossing Project and entered into site access agreement for survey work and core testing.
- Calendar year 2012 signals the beginning of a temporary decline in national conventions at OCC. Expo remains on a positive uptrend in attendance, rental revenue, and other areas from prior fiscal year.

Parks and Property Management highlights

- The cemetery program saw revenue increases under its new business plan from November to February compared to the same months in 2010 and 2011: Interment right sales revenue increased 26%, cemetery service fee revenue increased 9%, and Perpetual Care Fund contribution increased 110%.
- Successfully negotiated new contract terms with grave opening and closing company and implemented a detailed soil management plan with the contractor. An independent cemetery consultant will review the plan and provide industry specific feedback by the end of May 2012.
- Refined the Mission and Governance document to establish an external Cemetery Advisory Committee to assist Metro in pioneer cemetery operations; will begin recruiting identified stakeholders to serve with a formal adoption scheduled for Council in April 2012.
- Drafted a Memorandum of Agreement (MOA) with the State of Oregon State Historic Preservation Office (SHPO) for the Lone Fir Cemetery master plan, with outstanding issues to be resolved regarding the Inadvertent Discovery Plan. Upon MOA execution, Metro may begin final design and engineering for the Heritage Garden and Memorial.

- Worked with Metro's legislative director and the Cemetery Association of Oregon for successfully passage of Senate Bill 1537, which simplifies the process to reclaim rights to unused graves where the cemetery authority has not received contact from the interment right holder for more than 75 years. Next step is to test the law with a few cases.
- Oxbow Park received 32,529 visitors for third quarter 2011-12, an increase from the same period in 2010-11. Chinook and Gleason boat ramps saw significant declines, reporting just over 18,000 visitors for third quarter, compared to just over 23,000 of the same quarter in the previous year. Reasons for the downturn at the boat ramps include poor weather conditions and the State Marine Board's trend of ongoing decreases in statewide boat registrations.
- Oxbow Park saw significant erosion damage; removal of facilities included the loss of 10 camp sites. Staff have worked to ensure high end service to the public for the coming camping season; the campground should reopen on May 7.
- A draft agreement between Metro and the State of Oregon for online camping reservations at Oxbow Park is in review; construction of the new website portal will be completed this fiscal year.
- Blue Lake Park received 11,176 visitors for third quarter 2011-12, a slight increase from the same quarter in 2010-11 which showed just over 10,000 visitors.
- Council approved funding for the new disc golf course at Blue Lake Park. The project budget was aided by over \$16,000 in sponsorships, coming primarily from the sporting goods supplier Next Adventure. Permits are being finalized for the installation of a bridge on the course, which is scheduled to open in early summer 2012.
- Multiple renovation and replacement projects were completed in various park sites during the last quarter, including roof replacements, signage upgrades, and replacement of the paddle boat rental facility docks at Blue Lake Park.
- The US Coast Guard directed a derelict barge to be tied to Metro's Gleason Boat Ramp ; creating unacceptable drag on the facility pilings, impeding recreational boater safety and placing Metro in violation of the terms of the state and federal grants used to build our facility. The owner has no resources and Metro staff is working with a variety of agencies to remove the barge.
- Conducted a successful public meeting at Glendoveer Golf Course to inform stakeholders of plans and opportunities for engagement in developing a new operator contract.

Performing arts, arts and culture highlights

- Completed ticketing RFP process awarded ticketing contract to New Era awarded; completed installation and training for the first sale on April 6.
- Obtained \$16,000 sponsorship from donor Cory Brunish and Stagecraft Industries for improvements to Brunish Hall to make it a better functioning space for local non-profits.
- Awarded website and branding RFP to Sockeye Creative. Began stakeholder meetings on the PCPA brand.
- Received a Metro Sustainability Grant for \$13,568 to buy patron recycling bins for Keller Auditorium.
- Named as a Certified Age Friendly facility by Elders in Action.
- No funding is available for further design of the Schnitzer/Main Street project. Small committee meetings with representatives from the PCPA, PCPA Foundation, City of Portland Mayor's office and the Schnitzer Foundation have stalled.
- Long-term funding issues continue to threaten PCPA's ability to provide deep discounts in rates and fees to its fiscally challenged resident companies as well as address renewal and replacement needs.

Zoo Infrastructure Bond (A Better Zoo Program) highlights

- Received approval to amend existing Conditional Use Master Plan permit for elephant and condor habitats.
- Technical work is near completion to apply for a new Conditional Use Master Plan permit for remaining bond projects and overall master plan improvements. Much attention is being given to access and parking, but despite seven meetings with adjacent neighborhood associations during the past year to discuss the application, no agreement has been reached on the use of the auxiliary parking lot. Metro, Portland Parks, Children's Museum and World Forestry Center have agreed to submit a separate conditional use application for use of the auxiliary parking lot. This parking resource will be removed from the zoo's new Conditional Use Master Plan permit application. Both applications are expected to be ready for submittal to the city in May.
- The Veterinary Medical Center building was completed on schedule and under budget. The grand opening celebration was held Jan. 19 with public and donor festivities.
- The Penguin Life Support System Upgrade Project was completed substantially behind schedule and under budget. The exhibit's heating, ventilation and air conditioning (HVAC) system is not properly managing exhibit humidity. Zoo Facilities Maintenance is managing repairs and the zoo, not the Bond Program, is funding the HVAC system repair.
- The program continues refining plans for a Remote Elephant Center, including facility design, programming, funding, land use approvals and communications. Significant work remains prior to seeking feasibility approval from the Metro Council.
- Metro issued and received six responses to the Condor Habitat design services request for proposals; the contract negotiation and award process is underway.
- To support interpretive design and installation services for all remaining bond projects, Metro contracted with the team of Formations Inc. and Aldrich Pears and Associates.
- The Oregon Zoo Bond Citizens' Oversight Committee has prepared their annual report to the region's citizens and the council chair is schedule to deliver the report on April 4, 2012.

Zoo visitor experience highlights

- At the end of March, zoo attendance was up 4% from last year (1,119,907 vs. 1,075,115), mostly due to exceptional weather during ZooLights.
- Planned a 50th birthday party for Packy, the first elephant to be born in North America in 44 years with an event to include music, games and cake for humans and elephants alike.
- In February the Washing Park Alliance (WPA) unanimously voted to increase the parking rate from \$2 to \$4; this increase affects only the parking lots that serve the zoo, Portland Children's Museum and World Forestry Center. The increase will cover costs of parking lot security, shuttle service and maintenance.
- Planning continues for the 2012 summer concert series, including making improvements in response to feedback from a post-concert survey in 2011, including reducing the amount of time spent in line for food and beverages and increasing the variety of food options.

Metro Management Report in Detail

3rd Quarter FY 2011-12

1.1 | Project Development

The Project Development division includes the Corridor Planning Group and the Development Center. This division focuses on efficient and strategic integration of efforts focused on improving transportation and transit with opportunities to create and leverage community development and private investment in communities regionwide.

Program highlights

- Southwest Corridor Plan staff worked with local and regional partners to refine workplan while still moving forward with project deliverables.
- East Metro Connections Plan nearing completion-- Steering Committee meetings in April and May will finalize recommendations for local City Councils and Metro to consider in June 2012.
- Next Corridor project development continued on Powell/Division Corridor in conjunction with TriMet, Oregon Department of Transportation (ODOT), Portland, Gresham, and Multnomah County. Submitted Federal Transit Administration Alternatives Analysis 5339 grant application.
- Continued to refine the scope of the freight and passenger rail study for request for proposal and provide regional input into the Oregon Freight Advisory Committee review of Connect Oregon IV for project evaluation.
- Development Center hosted several workshops with business coach Jon Schallert "Improving sales and profits as a destination business" and "Capturing customers when they enter your doors: The Critical 7 seconds." Schallert also provided one-on-one consultations to businesses in downtown Hillsboro, Lake Oswego, and Oregon City. This training was the first part of a series of Get Centered! workshops to be held in 2012 designed to support downtown revitalization efforts throughout the region.
- Entered into a disposition and development agreement with Tokola Properties and the City of Hillsboro for the 4th Main project in downtown Hillsboro.
- Monitored seven TOD projects during construction: the Hollywood Apartments, a mixed-use workforce and affordable housing development adjacent to the Hollywood Theater; the Milano, a bike-oriented workforce housing development near the Rose Garden MAX station at NE 1st and Multnomah; Couch Apartments, a market rate mixed-used housing and retail at NE 6th & Couch; the Pettygrove, a mixed-use workforce housing development in NW Portland; the Globe Building, a mixed-use adaptive reuse and expansion for Oregon College of Oriental Medicine; College Station, a mixed-use student housing development in the heart of the PSU campus; and the recently completed 85 Causey, an affordable mixed-use project in Clackamas Town Center. Executed contracts for TOD funding of the Prescott, a mixed-use workforce and affordable housing development located adjacent to the Prescott MAX station on N. Interstate.

Program Issues

- The Southwest Corridor workplan refinement must be clearly communicated to all project partners prior to next Steering Committee meeting.
- The Portland to Milwaukie Project construction is proceeding well, however, the project is not anticipated to receive a full funding grant agreement until mid-May. Clackamas County ballot measure regarding project funding continues to add risk and uncertainty to project.

Items for leadership attention

- Refinement of the SW Corridor workplan to focus on shorter-term implementation ideas means consideration of light rail will be postponed for the foreseeable future. This will require Metro and the regional transportation agencies (TriMet and ODOT) to consistently, proactively and constructively communicate with local government partners to ensure that expectations are clear and manageable.
- Opportunity to successfully resolve decades of uncertainty regarding 242nd Extension in East Metro Connections Plan.
- Continued support and engagement across Metro is critical to both the Southwest and East Metro plans in order for them to serve as models of leveraging resources and achieving multiple related outcomes.

1.2 | Land Use Planning

The Land Use Planning program includes a variety of activities that support the Metro Council and regional partners in implementing the 2040 vision.

Program Highlights

- Supported 2040 implementation and promoted consistency between local and regional plans by:
 - Reviewing local land use actions for consistency with Metro policies, including efforts to bring cities into compliance with Title 13, Nature in Neighborhoods.
 - Participating in technical committees for development of new plans and policies.
 - Monitored progress on nine existing community development and planning grants (funded by Construction Excise Tax) that support local implementation efforts.
 - Preparing and releasing the 2011 Compliance Report summarizing local compliance with regional goals.
- Conducted the review process by local jurisdiction staff for the distribution of household and employment to cities and unincorporated areas within the Metro region for the next 15 years and addressed concerns and prepared for release of the next 15 years of data.
- Provided planning support for major agency initiatives including extensive involvement in SW Corridor planning, East Metro Connections Plan, Climate Smart Communities work, Community Investment Initiative
- Continued collaborative efforts:
 - Worked with counties and the Coalition for a Livable Future to produce regional opportunity maps that will help to assess equity in a variety of planning efforts
 - Worked with city, county and state housing agencies to update the 2007 subsidized housing inventory
 - Completed Phase I of collaborative effort with the Port, Business Oregon and others to assess barriers to development of large industrial sites. Began Phase II of project.
- Completed the process to establish a flexible services contract to provide economic development assistance and contracted with consultants from this list to initiate two new projects in the FY 2011-12 budget (brownfields and parcelization assessments) and issued proposals for two more (Eco-Efficient Toolkit implementation and Economic development planning for SW Corridor).

Items for leadership attention

- Continued Council engagement in and support for major departmental projects including corridors and climate smart communities.

1.3 | Parks Planning and Development

This program plans and builds a regional system of parks, natural areas and trails. This work encompasses everything from the high-level analysis of branding and funding to site-specific design and construction of new nature parks that promote appropriate public access to part of the almost 11,000 acres purchased under the Natural Areas and Open Spaces bond programs.

The team of landscape architects and project managers in this program provides technical assistance, best practices and coordination among local park providers. They also provide technical expertise to other Metro efforts, such as corridor planning and Making the Greatest Place.

Program highlights

- Staff is working closely with Council on next steps to establish sustainable funding for the natural areas program.
- Pier Park to Chimney Park bike/pedestrian bridge: 90% plans have been submitted. Bidding scheduled for fall 2012.
- Tualatin River Water Trail Access Study: A preferred site has been selected and a well-attended open house was held. The land use process is beginning.
- Westside Trail Master Plan: Due diligence stakeholder meetings complete. The first round of open houses are scheduled for late May.
- Tonquin Trail: Final public open houses and project wrap-up are underway. The final report will be in front of Council by fall.
- Intertwine Regional Trail signage: The \$280K ODOT Flex Fund grant was received and a prototype demonstration set of signs have been installed along the Fanno Creek Trail.
- Smith and Bybee Natural Resources Management Plan: Consultant at work on land use application for new document.
- Mt. Scott/Scouter Mountain Trail Loop: Received a Notice to Proceed from ODOT. The first public open house is scheduled for June.
- Blue Lake Trail (also funded by ODOT): 90% construction drawing completion. Next steps are Corps of Engineers permits and other agency permits.

Caution - Items for Management Attention

- The Blue Lake Trail project is very complex because of its location next to a levee, as well as cultural resource issues. There are increasingly concerns about being able to build the trail within the established budget.

Items for Senior Leadership Team action

- Exploring sustainable funding for natural areas management will require coordinated resourcing and messaging throughout the agency.

1.4 | Transportation System Planning

The Transportation System Planning program provides a broad scope of transportation planning services that assure Metro's compliance with state and federal regulations and support other planning efforts in Planning and Development. The program has the following operational areas: the Regional Transportation Plan (RTP), the Metropolitan Transportation Improvement Program (MTIP), Metro's designation by the federal government as a Metropolitan Planning Organization (MPO), the Regional Travel Options (RTO) program, and the Transportation System Management and Operations (TSMO) program.

In 2010-2012 the program is responsible for the greenhouse gas scenarios project, as mandated in Oregon HB 2001, and under the Climate Smart Communities umbrella at Metro.

Program Highlights

- Completed the Regional Flex Funds Allocation (RFFA) process, with Joint Policy Advisory Committee on Transportation and the Metro Council approving funding for 23 projects and programs focused on active transportation and green economy as part of adopting the 2012-15 Metropolitan Transportation Improvement Program (MTIP).
- Transmitted the results and findings from Phase I of the Climate Smart Communities project to the Oregon Legislature, as required by HB 2001. Initiated work on Phase II of the project, which focuses on applying lessons from the first phase in developing and testing a series of regional growth scenarios that meet state targets for reducing greenhouse gas emissions. Though the scenarios must address HB 2001 requirements, the work program focuses on better advancing local community development aspirations and regional initiatives already embodied in the regional growth concept as the means for achieving the required greenhouse gas reductions.
- Participated in Oregon MPO Consortium (OMPOC) activities, including board elections in which Councilor Collette was elected OMPOC Chair for 2012.
- Participated in the LCDC's Portland Metro Area Scenario Planning Rulemaking Advisory Committee (RAC) to develop rules for adopting and implementing the regional greenhouse gas reduction strategy, as set forth in HB 2001.
- Completed public review draft of the updated Regional Travel Options (RTO) strategic plan, which proposes to back program administration at Metro and better focus RTO funds on desired program outcomes through a more competitive grant process.
- Completed the data analysis and reporting phase of the Regional Safety Program with support from a Federal Highway Administration (FHWA) grant.
- Hired a project manager and initiated work on the Regional Active Transportation Plan, which is funded with a one-time Transportation and Growth Management grant through June 2013.

Program Issues

- Ongoing funding proposal for the TSMO program was withdrawn from JPACT consideration due to lack of support from ODOT and key local partners. Metro is exploring alternative funding options for this program.
- Recruitment for limited duration position to manage the Regional Active Transportation project scheduled for February 2012.

Items for leadership attention

- Long-term shortfall in federal planning grants will significantly impact the ability to meet federal planning mandates for the Regional Transportation Plan in 2013-14, when one-time Climate Smart Communities and Active Transportation grants run out.

2.1 | Education

This program provides education and interpretive services that engage and inspire citizens to expand environmental stewardship in the region.

Program highlights

- A consultant has piloted the core elements of a toolkit for waste reduction education evaluation. The toolkit will give Metro program staff greatly improved capacity to evaluate education program outcomes, especially regarding attitude and behavior change and adoption. The consultant is currently running a sample evaluation to test for effectiveness.
- Approximately 950 visitors participated in the annual Raptor Road Trip on Sauvie Island in February. Beautiful weather and excellent coordination with partners Oregon Department of Fish and Wildlife and the Audubon Society of Portland contributed to a highly successful event.
- Two brand-new naturalist programs have already proven to be tremendously popular with the public:
 - Family Nature Explorers will offer naturalist-led family outings on Metro properties throughout the spring and summer. The first three offerings sold out in half a day.
 - It's Our Nature adult nature immersion program offers a "class" of 17 participants 12 monthly, naturalist-led excursions exploring such topics as bird language, ethnobotany, tracking and bugs. This program is also full.

Both programs are the result of the education team's focus on creating more depth in our programming for those who want a richer, deeper experience in nature.

2.2 | Natural Areas

This program includes the acquisition, restoration and management of regionally significant natural areas for the protection of riparian and upland habitat and water quality, as well as local share projects and Nature in Neighborhoods initiatives.

Program highlights

Science and Stewardship and Land Management

- Forty-seven natural areas within 18 target areas had restoration or maintenance activities on approximately 185 acres; planning for imminent spring restoration for far more (approx 3,500). Stabilization of new acquisitions involved twenty-two properties.
- Eight hundred *Delphinium leucophaeum* tubers repotted from Peach Cove; 1,800 *Sidalcea campestris* seedlings transplanted; planted 18,350 Camas bulbs from Champoege Park into raised bulbs beds.
- Volunteer restoration:
 - Various student and community groups participated in seed collecting, invasive plant species removal and native plant bed mulching within seven natural areas
 - The Native Plant Center offered seed scout training in March; 24 trainees included eight returning volunteers and six new scouts. Seed Scouting, tracking the phenology of uncommon prairie and shady species, will take place on six Metro natural areas: Cooper Mountain, Gotter Prairie, Graham Oaks, Oxbow Park, Canemah Bluff, and the Willamette Narrows target area.
 - Thirty amphibian monitoring volunteers surveyed 23 units within 11 natural areas late January through early April, identifying over 2,000 egg masses of pond breeding amphibians, including the state sensitive Northern red-legged frog (over 125 volunteer

hours). The information collected tracks restoration potential and progress within natural areas where restoration is either underway or in the planning stages.

Nature in Neighborhoods

- In March, local governments were due to submit Nature in Neighborhoods (Title 13) non-regulatory reports to Metro for the period Jan. 1, 2010 through Dec. 31, 2011. Metro's reporting requirements include local information about natural area acquisitions, habitat restoration projects and environmental or conservation education program delivery and support. Additionally, this year the program requested information from local governments regarding the use of low-impact development practices. Seventeen local governments have completed reports to Metro, approximately the same number as in the previous reporting cycle (2008-2009).
- Habitat restoration and other projects collected and documented in Metro's REIN (Regional Environmental Information Network) were successfully transferred to the Conservation Registry, an online, centralized database that records, tracks and maps on-the-ground conservation projects across the nation. Supported by Oregon Department of Fish and Wildlife, with local subscribers and partners such as the Johnson Creek Watershed Council, the purpose of the Registry is to help users understand the context, distribution and effectiveness of our collective efforts to protect and restore ecosystems.
- A total of 24 Metro-funded Nature in Neighborhood Restoration and Education grant projects are still active. Three grants closed this quarter including SOLV's Abernathy Creek restoration, Friends of Zenger Farms soil and watershed education program and Audubon Society of Portland's Backyard Habitat program.

Regional Acquisition

- Metro acquired nearly 393 acres of natural areas and one trail easement during Q3, including the first acquisition in the Wapato Lake target area.
- With the most recent acquisition, 2006 bond now totals more than 4,003 acres acquired.

Local Share

- Portland closed on two natural areas acquisitions totaling 6.1 acres.
- West Linn submitted their requisitions for four park improvement projects that they actually completed last summer. These include improvements at Robinwood Park, Midhill Park, Marylhurst Park and improvements to bank angling along the Willamette River.
- Local Share partners had until March 31, 2012 to spend their local share funds. We extended that timeline to March 31, 2013 for 15 jurisdictions this month, bringing the total number of extensions to 20 jurisdictions. Eight jurisdictions have completed their projects.

Nature in Neighborhood Capital Grants

- The Nature in Neighborhood Capital Grants review committee reviewed six projects requesting just under \$2 million in funding from Metro. The Metro Council will review the committee's recommendations in May

2.3 | Resource Conservation and Recycling

This program advances the region's efforts to reduce the environmental and human health impacts associated with the production, consumption and end-of-life management of goods used by the region's residents and businesses, and improve the sustainability of Metro's own operations. Resource Conservation and Recycling (RCR) includes three primary interrelated sub-programs: Waste Reduction, Internal Sustainability and the Climate Change Initiative.

Each program deals with a number of complex issues and an extensive array of stakeholders. In FY 2010-11 Waste Reduction and Internal Sustainability began to implement new strategic action plans, which

enable better prioritization of resources, clearer identification of roles relative to those of partners and a clearer focus on key strategies and actions.

Program highlights

Waste Reduction

- The Recycling Information Center answered 17,223 calls and the Find-A-Recycler web site received 19,654 hits.
- RCR staff had several media contacts this quarter:
 - Patrick Morgan did interviews with KGW television and KXL radio about phone book recycling and opting out of receiving phone books.
 - Salvador Del Cid did an interview with the Oregonian about waste reduction tips to help Portland residents with every-other-week garbage collection.
 - Betty Shelley did an interview with KINK radio about spring cleaning and planning spring projects with resource conservation and reuse in mind.
 - Betty also did an interview with KOIN television about how her family produces less than one can of garbage a year.
 - Carl Grimm did segments on KATU's AM Northwest show in January, February and March that showed viewers how to control moths, fleas and spring weeds without using toxic chemicals.
- RCR staff played a key role in development of Senate Bill 1512, which was approved by the 2012 Oregon Legislature. The bill limits the amount of mercury allowed in the most widely used types of fluorescent light bulbs and requires state agencies to consider a wide range of environmental impacts when purchasing light bulbs. RCR staff also worked with Metro lobbyist Randy Tucker to monitor and provide input on bills related to: reducing toxics in children's toys, disclosure of certain chemicals used in children's products, classification of plastics pyrolysis under the state's waste reduction hierarchy, state procurement preferences to help retain in-state paper recycling markets, DEQ regulation of e-scrap collection sites, and uses of federal grant funds for reducing diesel particulate emissions.
- The Clean Refuse Fleet project retrofitted 27 garbage and recycling trucks with diesel particulate emission filters, bringing the total to date to 62 trucks. 37 additional trucks are at various stages in the retrofit process.
- In February and March, RCR staff produced two memos that discussed mattress recycling opportunities in the region, in response to inquiries from Councilors Harrington and Collette.
- In March, RCR staff completed a report that presented options for addressing problems related to the composition and quality of urban wood wastes that are processed in the region for energy recovery. As a result, Finance and Regulatory Services (FRS) staff will develop a Regulatory Guidance Bulletin for quality standards for Metro area solid waste facilities that produce wood waste for use as a fuel in industrial boilers.

Internal Sustainability

- Delivered an energy efficiency plan for Metro facilities to facility directors, FRS and the COO's office. The plan includes actions recommended in energy audits completed at MRC, the Zoo, OCC, PCPA and Expo and identifies \$215,000 in potential annual energy savings.
- Delivered the first annual Green Metro sustainability report to the Metro Council on February 7.
- Provided funding for several facility-specific sustainability projects:
 - New "front-of-the-house" recycling containers at the Keller Auditorium.
 - Installation of carbon dioxide sensors in the MRC parking garage, which will significantly reduce the amount of time that the exhaust system runs, potentially saving as much as \$20,000 per year in energy costs.

- Installation of 50 energy efficient lights in the MRC parking garage.
- Replacement of an outdated water heater at Expo Center Hall D, with estimated energy savings of \$500 per year.

Climate Smart Communities Coordination

- Continued work on developing a climate adaptation guidance document for Metro.

Items for leadership attention

- RCR staff continues to work closely with colleagues in PES Solid Waste Operations, FRS Regulatory Affairs, Washington County, Oregon DEQ and the City of Portland to effectively manage the region's flow of "organics" (food scraps and yard debris) since the County imposed a tonnage cap on the Nature's Needs composting facility.

2.4 | Solid Waste Compliance and Cleanup

The primary purpose of the Solid Waste Compliance and Cleanup program is to minimize and mitigate impacts to the public and the environment from solid waste within the Metro region. To achieve this goal, the program ensures that solid waste facilities meet regulatory, operational, environmental and financial assurance standards. The program cleans up, monitors and investigates illegal disposal sites and prosecutes persons illegally disposing waste. The program also monitors and enforces compliance with Metro Code, administrative procedures, performance standards, Metro-granted authorizations (solid waste licenses and franchises) and flow control instruments (non-system licenses and designated facility agreements).

Program Highlights

- Program is on track with facility inspections, enforcement actions, regulatory authorizations and private facilities complying with Enhanced Dry Waste Recovery Program (EDWRP).
- Provided solid waste inspection and law enforcement support to the Oregon Department of Environmental Quality at the site of a former wrecking yard in north Portland containing a large volume of abandoned waste.





- Stepped up coordination on illegal campsites through continued meetings with several agencies to improve coordination and define agency roles in dealing with illegal campsites. Meetings with the Portland Police Bureau (East Precinct), Community Policing Action Committee and the Oregon Department of Transportation (ODOT) addressed how to improve coordination of cleanups and protocol.
- Metro's RID Patrol is working to coordinate the cleanup of roofing waste and household garbage that was illegally dumped at the East Lents Floodplain Restoration Project. Metro staff is also working with the city to move fencing to make it more difficult for future dumping to occur. Picture of site is from late March.



Program Issues (FYI only):

- Metro staff is working on an agency policy for dealing with illegal camps on Metro property. In conjunction with OMA, PES and FRS, staff will prepare procedures for posting notice at sites, managing personal property of campers, defining roles and responsibilities, and cleanup.
- Metro completed a pilot program of "tagging" bulky items, such as furniture, appliances and mattresses with a brightly colored orange label rather than cleaning these items up as inmate work crews come across them. These tags provide notification that these items are illegally dumped and should be properly managed. Once tagged, Metro assures that the item is cleaned up. Staff is now evaluating the data to determine whether to retain, modify or abandon the program.

Items for leadership attention:

Facility Authorizations

- Waste Management has submitted a license application to Metro to construct and operate a thermochemical material conversion facility designed to convert waste plastics to fuel

(pyrolysis). The technology was developed by Tigard-based Agilyx. Staff has determined that the application is complete and has begun evaluation of it. Staff will provide information to Council as the application progresses.

- Allied Waste has requested designated facility status for its Pacific Region Compost (PRC) operation in Benton County (near Corvallis). A draft agreement has been shared with the facility. The Council will have opportunity to consider whether to list the facility in the Metro Code in the near future. This will be the first compost facility authorized by Metro to take organics from a wider variety of sources, including Metro South and WRI. The agreement will propose some operational standards and conditions that are appropriate for this type of facility and other potential future food waste facilities.

Pending Land Use Board of Appeals decisions (LUBA)

- Portland's land use decision to allow Recology to reload food waste at its facility near SE 101st and Foster Road in the Freeway Land Industrial area was appealed to the Land Use Board of Appeals (LUBA). No Metro staff work will be undertaken to consider an amendment to its facility license until a final decision has been made by LUBA and Recology has submitted a complete license application.
- LUBA is set to decide the appeal of the Yamhill County Code modification related to the Waste Management's desire to expand the landfill's capacity. This LUBA decisions could have an impact on any non-system license applications to Metro expected later this year.

2.5 | Solid Waste Operations

The primary purpose of the Solid Waste Operations program is to provide comprehensive solid and hazardous waste disposal services to commercial haulers and the public. This program also includes operation, maintenance and monitoring of environmental improvements at two closed landfills in the region. The Solid Waste Operations program includes four specific work areas: disposal services, hazardous waste reduction, landfill stewardship, and facility and asset management.

Program highlights

Engineering and Environmental

- The "Metro Central - Organics/Food Handling Area Improvements" project is proceeding with the award of a design contract for relocating a push wall and filling in the former top-loading truck sump. This will increase the working floor space in the area. Further improvements are planned for the coming year as the program develops.
- Most of the roof replacement at the Metro Central Household Hazardous Waste building is completed. The roof liner work is proceeding. The green planted portions will be completed when the weather improves.
- The physical work to provide a bypass lane around the scales at Metro South Transfer Station is complete. This route will serve as a contingency for impeded exiting from the station. A new lighting evaluation is now due to the city.
- The final Remedial Investigation report (an investigation of potential contaminants) and a Feasibility Study Workplan (a study of feasible options to address identified risks) for St Johns Landfill was submitted to DEQ this quarter. This report and workplan represent five years of active field investigations. DEQ is currently reviewing and we anticipate response next quarter.

Operations

- After a lengthy procurement process, staff negotiated with the highest-ranked proposer, Recology Oregon Recovery, to draft a contract for the transportation and processing of commercial organic waste from Metro Central Transfer Station. Contract execution is anticipated by mid-April following a delay due to an appeal to the awarding of the contract to Recology. The

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appeal has since been resolved. Aside from Recology, two other firms submitted proposals: Allied Waste/Pacific Region Composting and Green Lane Energy. Under the terms of the new contract, commercial organic waste may be diverted to a proposed anaerobic digestion facility proposed to be built in NE Portland, Columbia Biogas, provided certain construction and operational milestones are met. In the interim, commercial organic waste will be processed at a Recology facility, Nature's Needs, in North Plains.

- Five months into the City of Portland's residential organics program, Recology Oregon Recovery (ROR) needs additional processing capacity for residential organics received at Metro Central Transfer Station (MCS) once the annual peak of incoming material is reached in late May-early June. Current projections indicate approximately 2,000 tons of material per week could be received during this period. This is problematic because Washington County imposed a cap of 900 tons per week on incoming volume at the Nature's Needs (NN) composting facility, operated by Recology Oregon Compost (ROC), on February 3 due to odors and operational concerns. Prior to the cap, it was understood that NN could effectively handle the maximum volume permitted by Washington County, 80,000 tons per year or approximately 1,500 tons per week. With the cap in place and no clear indication when or to what level the cap may be increased, ROR has been forced to locate alternate processing capacity. Staff has worked closely with ROR to identify, examine and approve alternate facilities with the capability of handling residential organics. Dirt Hugger in The Dalles and NW Greenlands – Aumsville are now approved to accept MCS material, but regional capacity will still fall far short of the 2,000 tons per week of capacity necessary in a few weeks.
- MCS is experiencing significantly fewer unwanted birds due to the successful use of trained raptors to haze the birds and get them to leave the site. Recology contracted with Airstrike Bird Control, an experienced and fully-permitted firm to employ the ancient practice of falconry to get problematic gulls, European starlings, crows and pigeons to leave the site by preventing them from feeding on food found in organic waste.
- The MapCore project for assessing the adequacy of services for the Metro South Station was initiated. The timeline for the project is 18 to 24 months with the goal of developing feasible options to address the needs identified in the facility's service area.

Hazardous Waste & Paint

- February 6, 2012 marked the 20th anniversary of the opening of the Metro South Hazardous Waste Facility. A luncheon was held at the site on that day to commemorate the milestone. Hazardous Waste Program Manager Jim Quinn, who was present at the facility opening 20 years ago, presented a historical slideshow with a retrospective of site operations over the years. In attendance were representatives from Oregon City and DEQ, current and former facility staff, PES supervisors and managers, engineering staff, OMA staff – and the facility's first customer 20 years ago (Vicki Kolberg, Outreach and Education Manager in the Sustainability Department).

2.6 | Zoo Conservation Education

The conservation aspect of this program identifies and implements in situ and ex situ wildlife conservation through direct fieldwork, research, improved animal husbandry techniques and captive propagation. In addition to cooperating with Association of Zoos & Aquariums and the Northwest Zoo & Aquarium Alliance, the zoo participates in species survival plans and partners with several other conservation groups to conserve endangered and threatened species in our care and in nature.

The education aspect of this program provides learning opportunities to people of all ages and cultures. The zoo develops leaders and community relationships, encourages growth and inspires change through

vital and dynamic volunteer opportunities. Zoo programs and materials increase the public's understanding of conservation issues and the need for direct action related to clean air and water, the management of resources for future generations and improving access to nature.

Program highlights

- Volunteer Recognition Banquet in March celebrated over 1400 volunteers contributing over 145,000 hours to the Zoo in 2011
- "Nature Ranger" spring break camp was a great success with more than 600 students (94% full) participating in a wide variety of inquiry based activities designed to inspire students to explore the natural world around them.
- One of the Project Polar Bear teams of teen volunteers won the national contest sponsored by Polar Bears International and will be heading to Churchill Manitoba in October for a leadership training camp.
- Wild Minds programming (a National Science Foundation-sponsored exhibit and program regarding animal cognition) has been launched at OMSI and the Oregon Zoo. Volunteers at both facilities have been cross trained to present activities and interpretation supporting project goals.
- Eight teens graduated from the 3rd year of the ZAP (Zoo Animal Presenters) program. Over their three years, ZAP teens have been engaged in a wide variety of conservation education and research activities to support the mission of the Oregon Zoo.

Upcoming

- Transition of Metro Parks and Waste Reduction Education Staff over to the Oregon Zoo is scheduled to take place by June 30, 2012.
- The Oregon Zoo will be formally announced as a partner of the Portland Metro STEM (Science, Technology, Engineering and Mathematics) partnership on April 19. This partnership is being coordinated by the Portland STEM Center at Portland Community College and is focused on creating transformative change in K-12 STEM education throughout Portland.

3.1 | Conventions, Trade and Consumer Shows

The Oregon Convention Center (OCC) and the Portland Expo Center (Expo) attract international, national, and regional visitors to diverse events that contribute to the livability of this region by inducing direct and indirect spending in local businesses and attractions, creating and supporting living wage jobs and generating tax revenues for state and local governments.

Program highlights

OCC

- pacificwild/Aramark opened the second Portland Roasting Cafe just in time for the Portland International Auto Show and had excellent sales.
- The Auto Show showed excellent signs of recovery as the entire OCC was used this year with an overall increase in total revenue and attendance.
- Executive Chef Allan Wambaa has been receiving "rave" reviews from clients including Vanna White who "loved" his mashed potatoes.
- Wheel of Fortune was a unique event that drew over 20,000 people from around Portland to be audience participants in taping 4 weeks of shows. It is the first time the show has been to Portland and they announced it was one of their favorite destinations. OCC hosted a special client function that garnered such quotes as "this is so cool" "what a fun and unique experience" and "THANK YOU OCC for including us" - the added good will and free PR will help extend Portland and the OCC's brand of being a green and friendly place.

- Overall OCC Customer Service rating for our Secret Shopper program has increased 7.8% in total experience, 10% in staff makes me feel welcome and 7% in housekeeping. A great result of the Customer Service Program launched by Event Services Director Alexis Berggren - Eye, Hi Goodbye.
- Capital projects completed: Elevator and directional signage at all main entry points, purchased a 20 foot man lift for Electricians and Audio Visual staff, Wheel Chair Stage lift and an escalator cleaning machine.
- OCC's Facebook "likes" have increased from 800 to nearly 5500. This new way of marketing shows is paying off with an inventive sweepstakes opportunity to co-market local events. ChocolateFest up 20%, Golf Show 5% and Yard Garden and Patio show up 4%.
- OCC sales has recently confirmed a four-year deal to host Intel's Design and Test Technology Conference worth an estimated 2 million dollars in revenue for OCC and over 10 million for Portland.

Expo Center

- Negotiated load-in and capital improvements for the arrival of Cirque du Soleil's OVO – worked with City of Portland, Tri-Met and MERC/Metro staff to expedite and ensure a smooth arrival. Installation of remote water, sewer, phone, internet connections - tree, bollard and light pole removals.
- Capital Projects general update: Hall E micro piling projects RFP awarded and work to begin in May. New bleacher purchase completed with 5 new sets replacing older models. Ongoing review of Hall A floor settling by geotechnical engineer – repairs made. Expo also applied and was awarded a sustainability grant for a high efficiency water heater – installed – Hall D.
- Hall E Lobby carpeting: Further reviews with professional designer for Hall E interior lobby space carpeting. Project now has designs that lobby feature area for exhibits and full food service potential. Painting, graphics and carpeting treatment will match Expo's updated brand identity.
- Further improvements to the Expo Website (www.expocenter.org) now include on-line exhibitor ordering. Website improved on numerous, cosmetic and back-end areas, including expanded advertising sales and a completed shuttle advisory link.
- Hosted meeting with the Columbia River Crossing Project and entered into site access agreement for survey work and core testing. Positive first-steps in improving communication with this important group.
- Hosted meeting for local area hoteliers. Reviewed increased opportunities to partner (advertising, yearly calendar, Cirque) and other ways to work together.
- Bi-weekly planning team meetings continued for Cirque du Soleil. Visitor Venues, Capital Projects, Finance, Communications, Aramark and many others are mobilizing effort towards success. Met directly with the Portland Auto Swap Meet in the interest of greater communication and planning. Expo brand identity planning and execution are in full speed ahead per the Marketing and Communications plan. New on-site signage, sales packets and brochures designed and completed. Tower, light pole banner, and Marquee designs in process. VIP Opening Night party planned.
- Maintenance projects and improvements continue. Entry to parking lot encompassed 2 full days of cleaning, trimming and beautification. Gravel lot (SW corner) completed and ready for use with over 160 spaces. Purchase of shuttle signs, tenting, cones and related items for Cirque and other future event uses.

Program Issues

- OCC - Calendar year 2012 signals the beginning of the temporary decline in national conventions at OCC. Because conventions are booked several years in advance the conventions that should

have booked back in 2008 at the time the recession hit did not materialize. OCC averages 40 conventions a year but in 2012/2013 there are now 35 and in 2013/2014 there are 30. The OCC sales team along with the Travel Portland team are working hard to get those numbers back up. In the interim the sales team will be filling in with short term business where possible and taking on more non-convention type programs to help generate more revenue. Event and attendance data for the third quarter of FY 2011-12 totaled 131 events with in 235,589 attendance.

Expo - Expo is on a positive uptrend in both attendance, rental revenue, and other areas from prior fiscal year. The addition of Cirque du Soleil has presented staff with numerous challenges, but the energy and enthusiasm is rendering positive results and enhanced revenue opportunities. Event and attendance data for the third quarter of FY 2011-12 totaled 28 events with 178,122 in attendance.

3.2 | Parks and Property Management

The purpose of Parks and Property Management is to provide efficient and cost effective management of Blue Lake Regional Park, Oxbow Regional Park, Chinook Landing Marine Park, M. James Gleason Memorial Boat Ramp, Sauvie Island Boat Ramp, Howell Territorial Park, Smith and Bybee Wetlands Natural Area, Mt. Talbert Nature Park, Cooper Mountain Nature Park, Graham Oaks Nature Park, Glendoveer Golf Course, multiple residential and agricultural leases on Metro natural areas and 14 pioneer cemeteries. This program strives to provide safe, accessible, attractive and well-maintained parks and wildlife areas for the citizens of the region.

Property and Project Management is a new division within Parks and Environmental Services. The program combines several existing functions including management of leased properties and Metro facilities at Cooper Mountain Nature Park and Mt. Talbert Nature Park with a new construction project management function that is moving from the Metropolitan Exposition Recreation Commission.

Program highlights

Cemetery operations

- Cemetery staff continue implementing the Cemetery Business and Operations Plan with the new fee structure as of November 1, 2011. The program has experienced revenue increases from November to February compared to the same months in 2010 and 2011: Interment right sales revenue increase 26%, cemetery service fee revenue increase 9%, and Perpetual Care Fund contribution increase of 110%. Metro has received media attention during the month of January with regard to the City of Fairview police investigation. While sales were slow during this reporting period staff has seen a steady increase in March.
- The cemetery program received a very small increase to staffing, 1/4 FTE, however staff's ability to increase sales is extremely limited due to the soil management plan implementation and oversight of each grave opening by the grave opening and closing contractor.
- Cemetery manager successfully negotiated new contract terms with the grave opening and closing company, and working with Parks Property Stewardship staff, has implemented a detailed and conservative soil management plan with the contractor.
- Metro Council approved a sole source agreement with an independent cemetery consultant to review the cemetery soil management plan and provide industry specific feedback on Metro's cemetery soil management practices. The consultant began work on March 28, 2012 and we expect the consultant's findings at the end of May.

- Based on internal stakeholder feedback the Cemetery Manager has refined the Mission and Governance document that will establish a Cemetery Advisory Committee. Metro is now poised to begin asking identified stakeholders to serve on the committee with the Council formally adopting the committee in Council session in April 2012. The external Cemetery Advisory Committee will assist Metro in operations of our pioneer cemeteries.
- An Memorandum of Agreement (MOA) with the State of Oregon State Historic Preservation Office (SHPO) for the Lone Fir master plan has been drafted. Metro and SHPO are working through disagreements with regard to the Inadvertent Discovery Plan should human remains or funerary objects be discovered during construction of the (Block 14) Heritage Garden and Memorial. The cemetery program is working with the archaeologist used during the demolition of the Multnomah County Building in seeking resolution. Upon execution of the MOA Metro may begin final design and engineering for the Heritage Garden and Memorial at Block 14.
- Staff is working with the Lone Fir Cemetery Foundation and a development consultant to assist the foundation in forming their board and infrastructure and will conduct early fundraising efforts for the Heritage Garden and Memorial at Lone Fir Cemetery, this project is on time and moving forward with no issues.
- Metro's Legislative Director and program staff and the Cemetery Association of Oregon worked successfully for the passage of Senate Bill 1537 which simplifies and clarifies the process to reclaim the rights to unused graves where the cemetery authority has not received contact from the interment right holder for more than 75 years. Next step is to outline the process using the current law by testing the law with a few cases.

Park Operations

- Oxbow Park received 32,529 visitors for third quarter 2011-12. This is higher than the same period in 2010-11, which showed 28,330 visitors. Chinook and Gleason boat ramps saw significant decline, reporting just over 18,000 visitors for third quarter, compared to just over 23,000 of the same quarter in the previous year. A primary reason for the downturn at the boat ramps continues to likely be poor weather conditions. March was the wettest month on record with over 7" of precipitation. However, another continuing concern is the State Marine Board's trend of ongoing decreases in statewide boat registrations. Visitor counts are determined by electronic car counters at the gates of our facilities.
- Oxbow Park received significant damage from erosion over the course of this last quarter. A number of facilities had to be removed, which translated to the loss of 10 camp sites as well. Council approved a \$70,000 budget amendment to help pay for the emergency removal of facilities and implement changes to the campground for the upcoming season. Staff have worked diligently to ensure continued high end service to the public for the coming camping season. It is expected the campground will reopen on May 7.
- A draft agreement between Metro and the State of Oregon for online camping reservations at Oxbow Park is in review and construction of the new website portal will be completed this FY.
- Staff is continuing discussions with Multnomah County Sheriff Office (MCSO) regarding their use of the Portage Building at Gleason Boat Ramp. While their current office and other areas at the ramp were covered for use under a previous IGA which transferred County properties to Metro in the 1990s, the Portage Building was not. MCSO is currently housing a portion of their Marine Patrol Division equipment, however no lease or other arrangement is in place. Staff is working to rectify this situation in a fair and equitable manner.
- Blue Lake Park received 11,176 visitors for third quarter 2011-12. This was a slight increase from the same quarter in 2010-11 which showed just over 10,000 visitors.
- Council approved funding for the new disc golf course at Blue Lake Park. The course is expected to increase park attendance and revenue, while providing the public with a new

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recreational opportunity. The project budget was aided by over \$16,000 in sponsorships, coming primarily from the sporting goods supplier Next Adventure. Fairways have been mowed, and permits are being finalized for the installation of a bridge on the course. Other amenities will be installed in the near future, and the course is scheduled to open in early Summer 2012.

- Multiple renovation and replacement projects were completed in various park sites during the last quarter. Projects include roof replacements, signage upgrades, and improvements at various park sites. The most significant upgrade is getting underway on the replacement of the docks at the paddle boat rental facility at Blue Lake Park.
- The US Coast Guard directed the adrift derelict barge "Vancouver Yacht Club" to be tied to Metro's Gleason Boat Ramp rather than float downriver. This 65'x65' structure creates unacceptable drag on the facility pilings, impedes recreational boater safety, serves as an attractive nuisance, and places Metro in violation of the terms of the state and federal grants used to build our facility. The owner has no resources and Metro staff are now working with a variety of agencies to get the barge removed.
- Staff, with Councilor Craddick, conducted a successful public meeting at Glendoveer Golf Course to inform stakeholders of plans and opportunities for engagement as we move forward with developing a new operator contract.

Program Issues

- Upon the closure or settlement of the Oregon Mortuary and Cemetery Board (OMCB) investigation, Metro will work on a plan to manage the soil mounds at NE 223rd in Fairview and decide on next steps for the site and any additional remains which may be discovered.
- Removal of the derelict barge "Vancouver Yacht Club" will continue requiring staff attention and time as well as significant financial investment.

Items for leadership attention

- Approval of agreement between the State of Oregon and Metro for online camping reservations.
- Support for Glendoveer operator contract process, initiated in January of 2012.
- The OMCB investigation and possible public relations outreach with regard to the excess soil issue.
- Financial support for removal of the derelict barge from Gleason Boat Ramp.

3.3 | Performing Arts, Arts and Culture

Portland Center for the Performing Arts (PCPA) is a cultural center for the region and the hub of downtown Portland's thriving Broadway Cultural District. The center draws roughly one million visitors each year to enjoy world class performance arts and entertainment, contributing to a vibrant and culturally rich region. This leading cultural institution encompasses three venues; the Keller Auditorium, Arlene Schnitzer Concert Hall, and Antoinette Hatfield Hall which includes the Newmark Theatre, Dolores Winningstad Theatre and Brunish Hall.

Program Highlights

- Ticketing RFP process was completed and New Era awarded ticketing contract. Installation and training went very smoothly and we were ready for our first on-sale on April 6.
- Encaustic painting show debuted in the rotunda gallery. Featured Kelly Williams' Recovery Panes project of encaustic panels painted by those in recovery.
- Obtained \$16,000 sponsorship from donor Cory Brunish and Stagecraft Industries for improvements to Brunish Hall to make it a better functioning space for local non-profits.

- Awarded website and branding RFP to Sockeye Creative. Began stakeholder meetings on the PCPA brand.
- Hosted Wicked backstage spotlight tour for the Urban League of Portland's Young Professionals group plus students from George Middle School and Roosevelt High school.
- Hosted quarterly resident company meeting. Presented proposed PCPA budget and began discussion on PCPA's long term funding needs.
- Was awarded a Metro Sustainability Grant for \$13,568 to purchase attractive patron recycling bins for Keller Auditorium.
- Named as a Certified Age Friendly facility by Elders in Action.
- Worked with Metro on a PCPA Opt In survey. Received good information for our branding initiative plus a large number of participants "opted-in".

Program Issues

- No funding is available for further design of the Schnitzer/Main Street project. Meetings of a small committee consisting of representatives from the PCPA Foundation, City of Portland Mayor's office, PCPA and the Schnitzer Foundation have stalled.

Items for leadership attention

- It has been generally agreed that when lodging tax drops PCPA should be allowed to be quickly restored to the original base of \$1.2 million, however that may not be a permanent solution to PCPA's funding problems. Transient lodging tax dollars allow PCPA to provide the deep discounts in rates and fees to its resident companies - who are fiscally challenged and unable to bear a rise in costs at PCPA. Plus, PCPA's renewal replacement needs far outstrip current resources. PCPA has begun to look at what the long term answer is to this problem.
- Event and attendance data for the January-March of FY 2011-12 totaled 266 performances with 274,743 in attendance.

3.4 | Zoo Infrastructure Bond (A Better Zoo Program)

The Zoo Infrastructure and Animal Welfare Bond program (A Better Zoo program) represents the capital planning and construction activities funded by the November 2008 general obligation bond authority. Bond proceeds will finance master planning and land use approval activities, multiple capital projects within the zoo's existing campus, as well as potentially fund capital improvements for a remote elephant center. The program includes 5.33 FTE to administer upcoming projects. Initial projects include comprehensive capital master planning, zoo campus land-use activities, replacing the zoo's veterinary medical center and quarantine facilities, upgrading the penguin exhibit filtration system, replacing the zoo's main water backflow and pressure reducing valve, planning work and design of the elephant on-site exhibit expansion and planning work for the possible development of a remote elephant center.

Program highlights

- Work on the 20-year Comprehensive Capital Master Plan concluded on Nov. 3 with Metro Council adoption of the plan. The Bond Implementation Plan is the first phase of the Master Plan. The Master Plan outlines future renovations and improvements to animal habitats, guest service amenities, and sustainability improvements to reduce campus water and fossil fuel use and manage waste and stormwater. This work informed and supported the new Conditional Use Master Plan permit application.
- The program continues the two-part land use strategy to:

- Amend the zoo's existing Conditional Use Master Plan permit for the elephant and condor habitats. On March 2, Metro received approval that amends the permit.
- Apply for a new Conditional Use Master Plan permit for the remaining bond projects and overall master plan improvements. The technical work to prepare the application is nearly complete. Much attention is being given to access and parking. Metro is discussing parking lot management strategies with Portland Parks and Recreation (the property owner) and the Washington Park Alliance, Parking Lot Operating Committee. Metro has held seven meetings with adjacent neighborhood associations over the past year to discuss the CUMP application. Much progress and support has been obtained for transportation management concepts and plans; however, Metro was unable to reach agreement with the neighborhood associations on the use of the auxiliary parking lot. Metro, Portland Parks, Children's Museum and World Forestry Center have agreed to submit a separate conditional use application for use of the auxiliary parking lot. This parking resource will be removed from the zoo's new Conditional Use Master Plan permit application. Both applications are expected to be ready for submittal to the city in May.
- The Veterinary Medical Center building is complete and operating. The project finished on schedule and under budget. The grand opening celebration was held January 19 with public and donor festivities.
- The Penguin Life Support System Upgrade Project is complete. The project finished substantially behind schedule and under budget. The exhibit heating, ventilation and air conditioning (HVAC) system is not properly managing exhibit humidity. Modifications to the HVAC system were not part of the filtration project and the moisture level of the exhibit air was not modified by the filtration project. Zoo Facilities Maintenance is managing repairs and the zoo is funding the HVAC system repair, not the Bond Program. Once the exhibit HVAC issue is resolved, the penguins will be relocated into the exhibit.
- The program continues refining plans for a Remote Elephant Center, including facility design, programming, funding, land use approvals and communications. Significant work remains prior to seeking feasibility approval from the Metro Council.
- The team of SRG and CLR Design continues working with zoo staff to design the Elephant Habitat and Related Infrastructure project. The designs are nearing the end of schematic design. In addition, Metro contract with Lease Crutcher Lewis, a general contractor, to provide construction management/general contractor services for the project.
- Metro issued and received six responses to the Condor Habitat design services request for proposals and the program is working through the contract negotiation and award process.
- To support interpretive design and installation services for all remaining bond projects, Metro contracted with the team of Formations Inc. and Aldrich Pears and Associates. Interpretive elements are the printed, graphical, and electronic activities, experiences, and signage in and around exhibits that provide mission-based communication to connect guests with the zoo's animals, mission and values. The team's initial efforts are to create an overall interpretive experience plan for the entire bond program projects, as well as specific experiences for the near-term elephant and condor projects.
- Internal staff and external stakeholders have been contacted to recruit the Zoo Public Art Advisory Committee membership to support the bond program's Percent-for-Art requirements. The group will be formed using the guidelines approved by Metro Resolution 11-4282.

Items for leadership attention

- The Oregon Zoo Bond Citizens' Oversight Committee has prepared their annual report to the region's citizens and the council chair is schedule to deliver the report on April 4, 2012.

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3.5 | Zoo Visitor Experience

The Zoo Visitor Experience program represents the primary activities that occur at the zoo campus. Supporting the zoo's mission statement, the zoo provides guests the opportunity for observation, discovery, and engagement of animals in naturalistic environments. To meet guest expectations, provide positive experiences, and to generate enterprise revenues, the zoo provides many services and activities, such as admissions, food services, campus security, facility maintenance, public events, marketing, and the zoo railway.

Program highlights

- At the end of March, zoo attendance was up 4% from last year (1,119,907 vs. 1,075,115), mostly due to exceptional weather during ZooLights.
- Planned a 50th birthday party for Packy, the first elephant to be born in North America in 44 years with an event to include music, games and cake for humans and elephants alike.
- In February the Washing Park Alliance (WPA) unanimously voted to increase the parking rate from \$2 to \$4; this increase affects only the parking lots that serve the zoo, Portland Children's Museum and World Forestry Center. The increase will cover costs of parking lot security, shuttle service and maintenance.
- Planning continues for the 2012 summer concert series, including making improvements in response to feedback from a post-concert survey in 2011, including reducing the amount of time spent in line for food and beverages and increasing the variety of food options.